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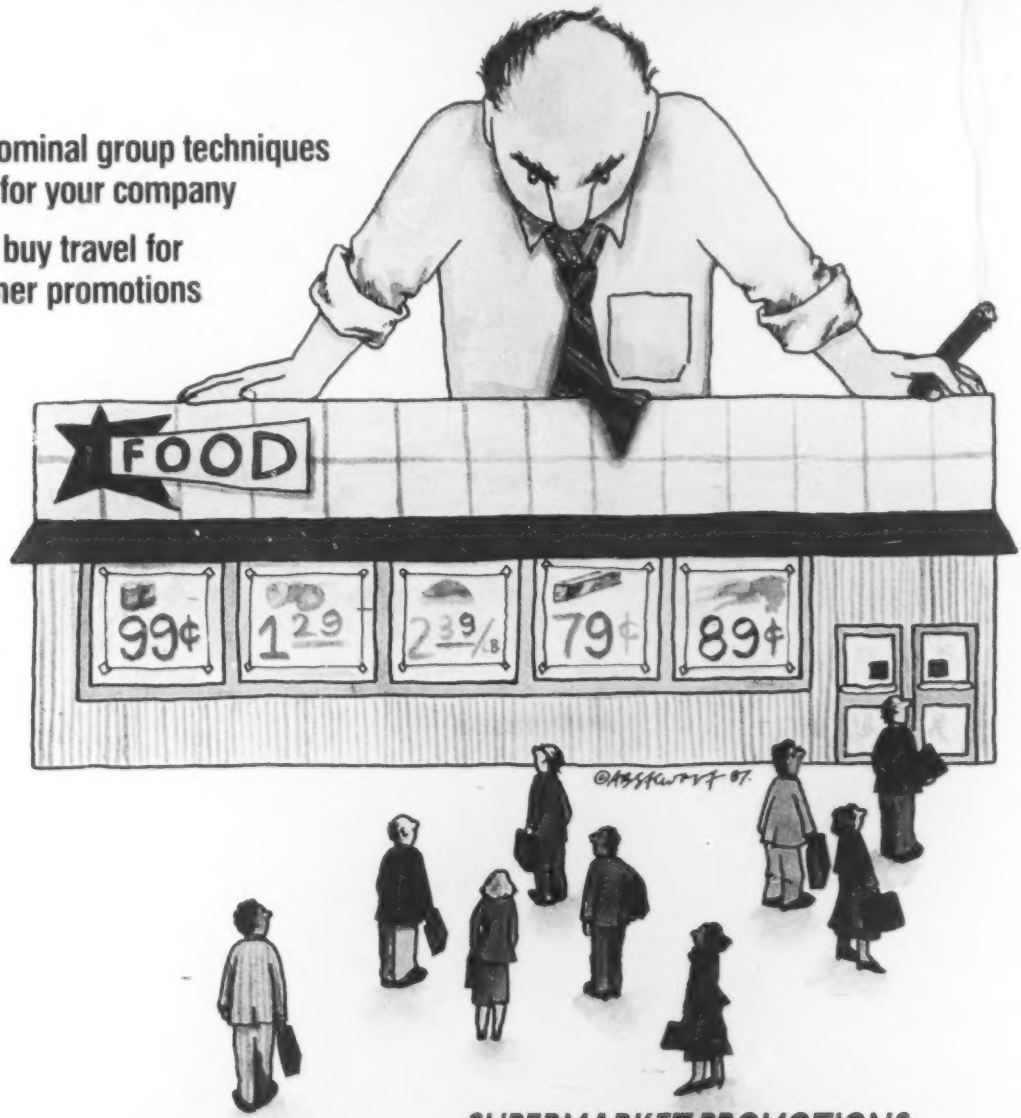
NOVEMBER 1987

Incentive Marketing

A BILL PUBLICATION

INCORPORATING INCENTIVE TRAVEL

- What nominal group techniques can do for your company
- How to buy travel for consumer promotions



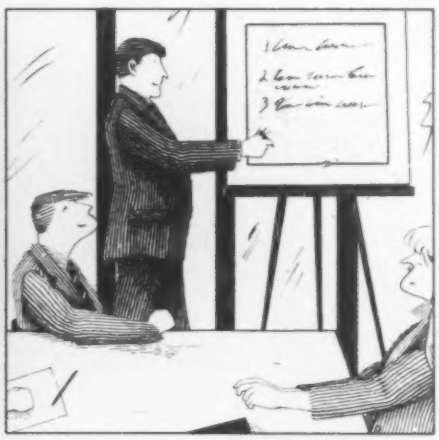
SUPERMARKET PROMOTIONS:

Who's Running the Store?

INCENTIVE MARKETING

November 1987 83rd Year, Vol. 161, Number 11

Can "Ishtar" the film disaster become "Ishtar" the video hit? See page 8.



A nominal group in action, creating its own productivity measures. See page 28.

VIEWPOINT

Goals that make sense 6

By using worker input, the nominal group technique can spare employees the frustration of trying to meet impossible goals.

UPDATE

Second-chance marketing: How to promote a flop 8

Columbia Pictures spends an extra $1 million to make "Ishtar" a home video hit.

Tragedy prompts premium recall 8

General Mills responds to report of child choking on Cheerios "powerball" in-pack.

Pam Am Shuttle struggles to lure Eastern fliers 11

Competitive shuttle hasn't met its one-year goal, but Pan Am is not giving up without a fight.

TV ratings technology 12

New "people meters" yield more information but require active participation from viewers.

Reward systems 16

Productivity improvement, compensation and rewards are the biggest human resources issues of the year.

Ideas 18

Free fire insurance with smoke alarm. . .Dealer contest to identify supplier employees. . .Trips to the 1988 Olympics. . .Hispanic population explodes.

COVER STORY

Supermarket Promotions: Who's Running the Store? ... 21

Supermarkets have taken increasing control of the consumer promotion process in their quest to market their stores and not just the products they carry.

FEATURES

How to Buy Travel for Consumer Promotions 24

Many travel companies gladly supply products and services for promotional use—if you make the right approach.

Measurement Issues: Nominal Group Techniques .. 28

Employees at every level have more respect for productivity measures that they help develop.

PRODUCTS IN FOCUS

Appliance Update 30

Small kitchen appliances reflect current lifestyles: People want compact products that offer convenience.

TRAVEL TOPICS

The Islands 34

Improved air access, more first-class hotels and savvy suppliers increase the popularity of the West Indies and Bermuda.

Hotels 42

Los Angeles Locos on Mexico's west coast. . .Hyatt Regency Waikoloa. . .Westin Maui and Kauai.

Destinations 43

Hong Kong's new convention and exhibition center will host its first event in December 1988.

Golf & Tennis Resorts 44

Choose a destination for weather and ambiance, and design outings for players of varying abilities.

DEPARTMENTS

Marketplace 50
Gold Key Awards 52
Personnel 54
Calendar 55

Cover illustration: ©April Blair Stewart

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Travel
—TOPICS—

BAHAMAS TOURIST OFFICE

Improved air access, more first-class hotels and more savvy suppliers increase the popularity of the Caribbean, Bahamas and Bermuda.

By Julie Moline

The Islands

The West Indies and Bermuda have been preeminent incentive destinations for practically as long as travel incentives have existed. Easily accessible to mainland United States, with reliable weather, beautiful beaches and a casual ambience, their appeal as a haven is so universal that the islands are considered a sure-fire way to motivate people.

An added plus is that the islands are all quite different historically, culturally and geographically. Some are provincial, some cosmopolitan; some are quiet, others swing to a much brisker beat.

Until recently, there have been drawbacks to the islands. Close proximity to the United States did not guarantee convenience. It was often difficult to block large numbers of airline seats during the high season, and it was often necessary to make awkward, time-consuming connections. Some very attractive destinations lacked incentive-caliber hotels. And many local suppliers had trouble understanding the needs of the incentive market.

All three situations have changed. Most noteworthy has been the upgrading and expansion of air service. Both Eastern and American Airlines have spent millions turning San Juan, Puerto Rico, into a hub that feeds the rest of the Caribbean. There are more daily flights to more destinations from more gateways. "More gateways means Caribbean travel is more efficient and cost effective," said Richard Ross, president of the Tri Companies, a full-service incentive house in Boston. Other airlines like TWA also have beefed up their service.

ARUBA TOURIST BUREAU

As for the hotel "shortage," the number of suitable properties on many islands has doubled in the past two years. There also has been a considerable amount of upgrading and expansion of existing hotels.

And as for service, incentive specialists report more sophistication and a keener understanding of planning and fulfillment by suppliers.

TURN TO PAGE 36

BAHAMAS

Eastco, a Westwood, Mass.-based distributor, offers a Paradise Island incentive nearly every year. "We never have trouble psyching up our customers to qualify for the trip," said Judy Bloom, assistant to the president. "And our business is so competitive that customers have their choice of several incentive programs to shoot for, and half of our customers in each trip have been with us to Paradise Island before."

New on the Nassau hotel scene is the 750-room Crystal Palace on Cable Beach and the renovation and expansion by Divi Hotels of the Old South Ocean Beach Hotel.

Another new development is Resorts International's Club Paradise, which opened in April. Small incentive groups can block 40 rooms in the 150-room Beach Tower. Room, meals, drinks, theatre tickets, theme parties, unlimited use of water sports equipment, gaming lessons, sightseeing tours and sports clinics are all included for $679 for three or four nights, depending on the time of arrival.

Also new is the vessel El Galleon, a 93-foot replica of an 18th-century Spanish square-rigger, which can be hired for cocktail cruises, dinner, theme parties and excursions to private islands. The owner is Luis Reynoso of Nassau.

For evening functions on terra firma, there is a new restaurant at the Nassau Beach Hotel called Frilsham House. It is a restored Bahamian home, nestled at water's edge. It serves French cuisine.

PUERTO RICO

As popular as Puerto Rico is with incentive users—it is the fourth most popular offshore destination—the island's suitability to the incentive market still surprised many incentive specialists when Puerto Rico hosted the Society of Incentive Travel Executives in June.

Two particular hits with the SITE group were cocktails at the Governor's Mansion, a spacious palace and fortress, followed by a dine-around in Old San Juan. The other was a scaled-down version of a fairly new theme event: a golf rally held at the Hyatt Regency Cerromar Beach and Hyatt Dorado Beach resorts. Riders on 150 golf carts cruised around golf courses, with much champagne to even out the drivers' handicaps.

Another highly recommended activity is an evening at Galleria, a restored 17th-century villa. The private residence of artist Jan d'Esopo and her husband, Olympic equestrian Manuco Gandia,

COUNTRY	Shoulder season	Weather (Avg. temp.; rainy season)	U.S. gateways (Partial listing)	Largest group in one hotel
ANTIGUA	Nov.	80-85; Sept.-Oct.	New York	300
ARUBA	None	Low to mid-80's; Oct.-Jan.	Miami, New York	500
BAHAMAS	May-June, Sept.-Nov.	75; none	Atlanta, Chicago, Ft. Lauderdale, Miami, New York, Orlando, Philadelphia, W. Palm Beach	1,500
BARBADOS	June-Oct.	75-85; July-Sept.	Baltimore, Boston, Miami, New York, Washington D.C.	500
BERMUDA	Unlike other islands, Bermuda's peak season is April-Oct.; off-peak is Jan.-March 15, Nov.-Dec.	Jan.: 58-67, Aug.: 85	Atlanta, Baltimore, Boston, Hartford, New York, Orlando	1,200
CAYMAN ISLANDS	April-May, Sept.-Nov.	80-85; none	Atlanta, Houston, Miami, Tampa	200
JAMAICA	May, Sept.-Oct.	85; May-Oct.	Atlanta, Baltimore, Boston, Dallas, Los Angeles, Memphis, Miami, New York, Philadelphia	750
PUERTO RICO	Easter, Memorial Day, Labor Day, Thanksgiving	80's; Sept.-Oct.	13 gateways	1,000
ST. MAARTEN	Differs among hotels	80-85; Sept.-Nov.	Dallas, Miami, New York	350
ST-MARTIN	May-June	Sept.-Oct.	Dallas, Miami, New York	300
U.S. VIRGIN ISLANDS	Oct.	82; Sept.-Oct.	Chicago, Miami, New York	500

SOURCES (IN ADDITION TO THOSE LISTED): BETTE GASKEY, ARUBA TOURISM AUTHORITY; KAREN GOLDBERG BOARD, AND JOANNE HILL, U.S.V.I. DIVISION OF TOURISM

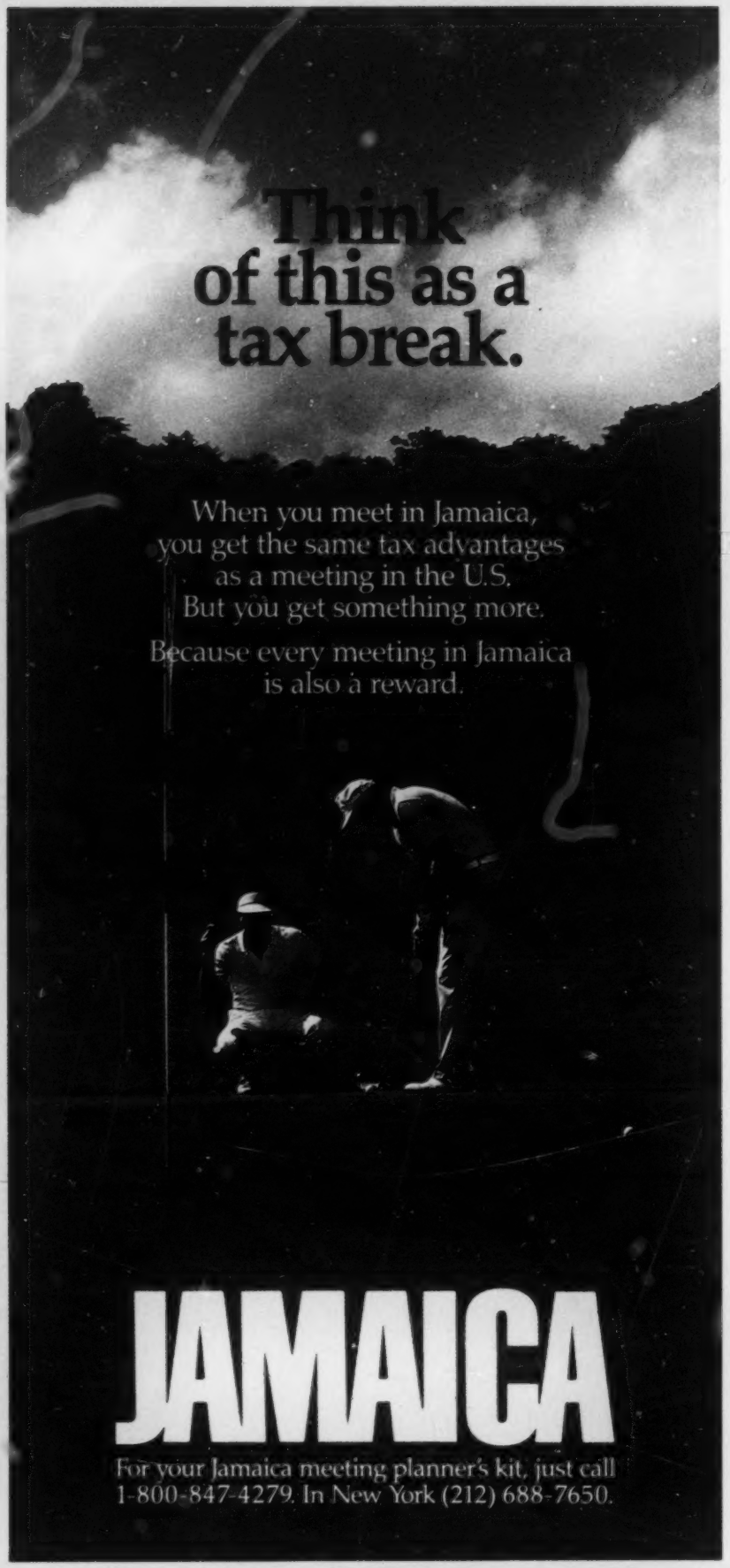
Galleria is a three-story home on the highest hill in Old San Juan. D'Esopo, who works out the details with Travel Services Inc. of San Juan, conducts a tour of the house and grounds, shows off her gallery and work space, and gives silk-screen and other crafts demonstrations.

A special enhancement is a signed, numbered lithograph commissioned by the sponsoring corporation. It can include the company's logo and/or a promotion theme.

The house is best suited for small to mid-sized functions—from as few as 12 for a sit-down

#of hotels able to handle groups over 300	New hotel rooms for incentives	Gambling	Recommended sites, things to do	Contact
1-3	1987 - 800 rooms 1988 - 300 rooms	Yes	Nelson's Dockyard (19th century British naval base), archeological tour of Carib and Arawak dwelling sites, the Archives	David Fernandez, director Antigua and Barbuda Tourist Office 610 Fifth Ave. New York, N.Y. 10020 (212) 541-4117
6	1987 - 624 rooms 1988 - 506 rooms	Yes	Oranjestad (Dutch architecture), gold mill ruins, natural bridge of rocks, coral reef	Watti Chai, director Aruba Tourist Bureau 1270 Ave. of the Americas New York, N.Y. 10020 (212) 246-3030 or (800) TO-ARUBA
20	1987 - 753 rooms 1988 - 1,080 rooms	Yes	Blue Lagoon day trip to an outer island via catamaran, British forts from 18th century, botanical garden with flamingos	George Suhr Bahamas Ministry of Tourism 255 Alhambra Circle, Ste. 415 Coral Gables, Fla. 33134 (305) 442-4867
6	None	No	Cruise aboard the Jolly Roger pirate ship replica, Bridgetown (17th century homes), dinner show at Barbados Museum, submarine trip	Hugh Riley, meeting & incentive coordinator Barbados Board of Tourism 800 Second Ave. New York, N.Y. 10017 (212) 986-6516 or (800) 221-9831
8	1987 - 40 rooms 1988 - None	No	Maritime museum, Royal Navy dockyard, 17th century forts, aquarium, moped rental	Diane Carlson, manager of incentive sales Bermuda Department of Tourism 310 Madison Ave., Ste. 201 New York, N.Y. 10017 (212) 818-9800
5	1987 - 2,000 rooms 1988 - None	No	Blackbeard's Treasure theme party, submarine trip, Turtle Farm	Alec Sanguinetti, director of international sales and marketing Cayman Islands Department of Tourism 250 Catalonia Ave., Ste. 604 Coral Gables, Fla. 33134 (305) 444-6551
6	1987 - None 1988 - 400 rooms	No	Rose Hall Great House, Dunn's River Falls, rafting on Martha Brae, plantation tours	Marcia Bullock, manager of groups and conventions/Northeast Jamaica Tourist Board 866 Second Ave. New York, N.Y. 10017 (212) 688-7650 or (800) 223-5225/6
7	1987 - 450 rooms 1988 - None	Yes	Nearby islands of Culebra and Vieques, Old San Juan, Rio Camuy Cave Park, Bacardi rum distillery, El Yunque tropical rain forest	Maurice Arbelaez, director of incentive travel San Juan-Puerto Rico Convention Bureau 1101 15th St. N.W. Washington, D.C. (202) 457-9262
9	1987 - 231 rooms 1988 - 231 rooms	Yes	Nearby deserted islands for day sail	Gail Knopfler, director St. Maarten Tourist Office 275 Seventh Ave. New York, N.Y. 10001-6708 (212) 989-0000
2	1987 - 409 rooms 1988 - None	Yes	Same as above	Cecile Graffin, sales promotion director French West Indies Tourist Board 610 Fifth Ave. New York, N.Y. 10020 (212) 757-1125
24	1987 - 591 rooms 1988 - TBA	No	Underwater coral observatory, sugar mill	Rafael Jackson, regional director U.S.V.I. Division of Tourism 1270 Ave. of the Americas New York, N.Y. 10020 (212) 582-4520

EST INDIES TOURIST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dinner with the hosts to as many as 135 for a "wandering buffet" with tables set up in several rooms. Travel Services will assist with all catering and entertainment arrangements—anything from a classical guitarist to a group of costumed musicians playing medieval instruments to flamenco dancers.

One last point: The increased American and Eastern service, coupled with the government's preparations for the 500th anniversary of Columbus's discovery of the New World, has contributed to a hotel boom, which will nearly triple the number of first-class rooms to reach 10,000 by 1989. Most of the new properties, including a Conrad International, will cater to the incentive market, said Maurice Arbelaez, director of incentive sales for the San Juan-Puerto Rico Convention Bureau.

Also new this year is the 429-room Sands Hotel & Casino. Highlights include the largest casino on the island and an arrangement with its sister property in Atlantic City to bring in headliners.

BERMUDA

Bermuda consistently ranks in the top 10 offshore incentive destinations—and small wonder. One of the 10 richest countries in the world, there is no poverty or crime to speak of and more golf courses per capita than anywhere else.

Bermuda is an excellent introduction to foreign travel, according to Zenas Clarkson, a planner for the Exxon Company, U.S.A., in Houston. "We brought 200 dealers to Bermuda, and it was our first foreign incentive," he said. "We were quite pleased that there weren't any hassles at all—and this was a major concern. We were treated with courtesy by everyone we came in contact with, even the taxi drivers."

Clarkson was so enchanted by the whole experience that he booked Bermuda again for June 1988.

The island is best known for pink sand, mopeds, golf, tennis and terrific food. It will soon be known for a new development called the Old Royal Naval Dockyard in Hamilton. The complex includes the Bermuda Maritime

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RECOMMENDED READING

Baedeker's Caribbean	Baedeker	$14.95
Cadogan Guide Caribbean	Cadogan	12.95
Cruising Guide to the Caribbean & Bahamas	Dodd, Mead	29.95
Fielding's Bermuda and Bahamas	Fielding	7.95
Fisher's World Bermuda	Fisher	10.95
Fodor's Bahamas	Fodor	7.95
Frommer's Shopping Guide to the Caribbean	Frommer	11.95

Source: *Phileas Fogg's Books and Maps for the Traveler, #87 Stanford Shopping Center, Palo Alto, Calif. 94304-1424, (800) 533-FOGG or (800) 233-FOGG in California*

Museum, an excellent venue for cocktail parties, and the recently renovated Bermuda Cooperage building, a centuries-old factory that has been refashioned into an arts center. Here, local artists give daily exhibitions of Bermudian arts and crafts—woodwork, quilting, candle-making, silk-screening, etc.

JAMAICA

Jamaica offers a staggering variety of things to do, including tours of estates, like Noel Coward's Firefly, which is now a museum; horseback riding in the Blue Mountains, and plantation balls. Among the more extraordinary activities are theme evenings at Rose Hall Great House; the Governor's Coach Tour, where guests are transported around the island in Victorian style in a private saloon car, and river rides on a 30-foot bamboo raft, followed by a climb up alongside the 600-foot Dunn's River Falls.

New for evening functions are the Gardens of Carrinosa in Ocho Rios. The 20-acre botanical garden/aviary/aquarium features 14 waterfalls and rare flowers.

ARUBA

Aruba, a Dutch colony, is distinctive in many ways, but two of the more interesting ones have to do with its location. First, it is 12 degrees north of the equator, which practically guarantees daily sunshine, and its dry, desert-like climate makes the sun and heat bearable.

Second, Aruba's proximity to Venezuela (only 20 miles) makes side trips to Caracas quite feasible. Visitors get a taste of a completely different destination: the Spanish flavor of the cosmopolitan South American capital. (A word of caution: Passports are necessary for Venezuela.)

Like most of its neighbors, Aruba is experiencing its share of hotel development: the 400-room Golden Tulip Aruba Caribbean, after a $40 million renovation and expansion, opened last April; the Holiday Inn and Aruba Palm Beach will add approximately 200 rooms each, and a Ramada Renaissance and Hyatt Regency are in the planning stages. When all are operational, hotel space will be doubled, according to Watti Chai,

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MARRIOTT'S SAM LORD'S CASTLE A BARBADOS RESORT

director of the Aruba Tourism Authority.

The biggest news is De Palm Island, a reef island developed by De Palm Tours, an Aruba destination management company. The entertainment village consists of an arrivals building, built in the style of a manor house; a 300-seat dining room and theater complex; a water sports building; a bar and two party decks; a gazebo; a snorkeling pier, and an ice-cream parlor.

Groups can take over the island for theme evenings, beach barbecues, theatrical revues or just a day of rest and relaxation on an island that offers the ambience of an exclusive club. Transportation from the mainland is by catamaran, ferry, yawl or glass-bottomed boat. Guests are greeted at the terminal by an electronic sign flashing messages of welcome, fireworks and water-cannon salutes.

U.S. VIRGIN ISLANDS

The U.S. Virgin Islands have some of the most beautiful beaches in the world, according to National Geographic magazine. Shopping is promoted with a duty-free allowance of $800, twice as much as any other Caribbean island.

There are several new world-class hotels including the Carombola Beach Resort & Golf Club, a new RockResort on St. Croix, and the 206-room Virgin Grand on St. John.

New on the creative scene is Coral World Marine Park, an underwater museum at Coki Beach on St. Thomas. Used for group functions, it is essentially an underwater observatory allowing a fish's-eye view of the clear water.

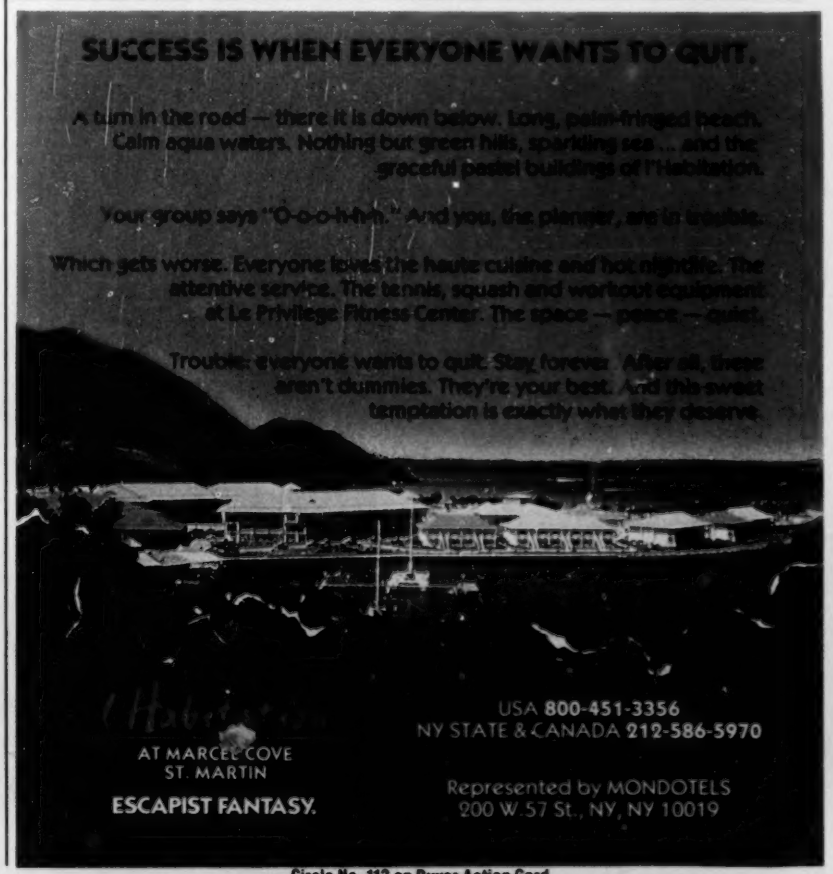
BARBADOS

Barbados offers a captivating mixture of West Indian traditions —spicy cuisine, calypso, batik— with the charming Britishisms of cricket, polo, afternoon tea and driving on the left. The island also has its share of pirate lore, taken full advantage of by properties like Marriott's Sam Lord's Castle. Sam Lord, who built the mansion on what is now Marriott turf, was rumored to be a ruthless buccaneer. Groups of 200 or more can take over the property in Marriott's "Kingdom for Hire" program. For groups of 20 to 50, "Sam Lord's Treasure" includes the same activities, theme parties and perks, but the group does not have exclusive use of the property.

Seven Mile Beach on Grand Cayman

A new option is a voyage on the Atlantis II, a 50-foot sightseeing submarine. The vessel seats 28 passengers and dives about a mile offshore from the capital city of Bridgetown.

TURN TO PAGE 42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The Cayman Islands are known for banks, because of the islands' tax-free status, and divers, because of its coral reefs and sunken ships.

ST. MARTIN

Half French, half Dutch, St. Martin offers two distinct cultures and ambiences, shopping, French cuisine and nightlife. The small islands of the Netherlands Antilles —St. Barts, Saba, Anguilla and St. Eustacius—are an easy ferry ride away for day trips and add-ons.

This season welcomes two new deluxe properties on the French side: the 201-room L'Habitation and 156-room La Belle Creole. L'Habitation offers a turn-of-the century Paris ball, a nice contrast to the pirate/island fever theme parties offered everywhere else. La Belle Creole, a Conrad International Hotel, is set to open in March. It is a re-creation of a French Mediterranean fishing village, with low-rise "villas" linked by cobblestone lanes, all built around a central square. The property is five minutes from Marigot, the French capital.

ANTIGUA

Like the Cayman Islands, Antigua is a fairly new destination for incentive travel. Debuting next month, Savoy Resorts' 300-room Royal Antiguan opens up the island for mid-sized groups.

Due to open early next year, the St. John's development is a waterside project with boutiques, restaurants, a casino and a cruiseship facility.

CAYMAN ISLANDS

Up until this year, the crown colony of the Cayman Islands was known for two things: banks, because of the islands' tax-free status, and divers, because of its coral reefs and sunken ships. Now there is the 250-room Hyatt Regency Grand Cayman, the first self-contained resort in the Caymans.

Hyatt also built the islands' first golf course, designed by Jack Nicklaus, to be played three ways: as a nine-hole, an executive 18-hole, or with a special Cayman Ball that flies only half as far as a conventional ball. Hyatt's Britannia Beach club includes an extensive aqua-sports center and a marina, where the Spirit of Ppala, a 49-person catamaran, is moored.

The 290-room Treasure Island, which opened in May and is owned by a consortium of Nashville business people and personalities including Conway Twitty, Larry Gatlin and Ronnie Milsap, has the best nightclub in the Caymans.

Also new is the Cayman Maritime Sunken Treasure Museum. ■

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HOTELS

Raw beauty highlights Los Angeles Locos

Untouched jungle surrounds a steep mountain road on the west coast of Mexico. At the winding road's peak are huge palm trees, wildflowers and exotic plants. Three hundred feet below the cliff lies the Pacific Ocean. A visitor may feel as if no one else in the world exists.

The dramatic approach is a suitable introduction to the 221-room Los Angeles Locos resort. Even the most jaded incentive traveler will be awe-struck by the beauty of the all-inclusive resort, situated on Tenacatita Bay, 35 miles north of Manzanillo on Mexico's Gold Coast.

Apart from tennis, activities center around water: A freeform swimming pool with a swim-up bar, scuba diving, snorkeling and wind-surfing are all available. For the more adventurous, there is para-sailing, offering a bird's-eye view of the crashing ocean and playful schools of dolphins. Those wishing to stay closer to the ground can take a guided tour in a small motorboat up "La Vena," or "The Vein." As the low boat slowly ascends the calm, narrow channel, participants get a close view of alligators and jungle. A less daring option is a horseback ride on the beach or into the mountains.

Los Angeles Locos may not be appropriate for every group. There